CREATING A DATA-DRIVEN DIGITAL STRATEGY

October 4, 2013
Columbia University: Strategic Communications Workshop Series
Alan Araujo
AGENDA

Interactive Overview (60 min)
- Review the Planning Process: Where does digital come in?
- Digital Audiences: Observing and identifying trends
- Distilling Insights
- Identifying a Strategy
- Case Study

Breakout Into Teams (30 min)

Presentations of Results (10 min)

Q&A (20 min)
DIGITAL STRATEGY EXPLORATION KIT

Most communicators are familiar with the planning process but often don’t know how to integrate digital audiences into the mix.

Your versatile “pocket knife” to hack into digital audiences and build a digital strategy that complements your communications campaign.
WHAT TO EXPECT

THIS WORKSHOP WILL

• Provide a quick-start approach for communicators to find digital insights and come up with a digital strategy
• Take the planning methodology and pare it down to the bare essentials to streamline the process
• Focus on anecdotal research on digital audiences and digital channels
• Complement other forms of traditional market research

IT WILL NOT BE

• A substitute for complete traditional market research
• A workshop to make each of you market research specialists
PLANNING PROCESS REVIEW

Set Objectives
- What are we trying to achieve?
- Is it clear and measurable?
- Do you have internal consensus?

Define Audiences
- Who are the primary audiences?
- Who are the influencers?

Research Audiences
- Capture trends, observations

Derive Insights
- Synthesize observations

Develop Strategy
- Solve the problem
- Come up with a plan that supports the strategy

Create Tactics
- Set KPIs and define success

Measure Results
- Synthesize observations
- Solve the problem
- Come up with a plan that supports the strategy
- Set KPIs and define success

What are we trying to achieve?
- Is it clear and measurable?
- Do you have internal consensus?
TRADITIONAL MARKET RESEARCH VS. DIGITAL: WHAT’S DIFFERENT WITH DIGITAL?

• Digital audiences are easier to measure and track
• Conversations can be more fragmented and highly specialized
• Digital observations are inexpensive to gather
• Conversations in online communities are only the active participants who post or engage, and do not include the lurkers
GET TO KNOW YOUR DIGITAL AUDIENCE

1. Listen first
   • Define keyword list that will be used to search for your audience
   • Spend time observing on blogs, Twitter, Quora, LinkedIn
   • Ask yourself: What do they like/dislike? Are they sharing with friends?

2. Identify Influencers
   • Who are the people that drive engagement?
   • Go back a few months to compare seasonal trends

3. Write down observations and verbatims
   • What are people saying?
   • What are they doing?
   • Who do they interact with?
   • Who influences them?

4. Capture metadata
   • Digital provides a wealth of data that help define the who, where, what, and why
   • Look for patterns and background information (bios, location)

Observation
Heather, a young mother and avid Facebook user, shared comments on all her friends baby photo posts on a daily basis
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Observation
Firefighters spend weekends on the forum Firefighting Engineering discussing the dangers of the job with their colleagues.

Observation
Jim, an IT systems engineering, said on Quora “These new PaaS systems are way too complex and require outside consultants.”

Observation
Visitors to Oreo’s Facebook page react most positively to visuals of the Oreo cookie adapted to seasonal events (e.g. Halloween).
RESEARCH TOOLS

Research tools allow you to aggregate trends from a large set of users

- What topics come up frequently in conversation?
- Who are the most authoritative members of the digital community?
- How often does your brand come up in conversation?
- What is the sentiment surrounding your brand or industry among the digital community?
EXAMPLE

Top Keywords Within Followers' Profile Descriptions

<table>
<thead>
<tr>
<th>Keyword</th>
<th>travel</th>
<th>hotel</th>
<th>life</th>
<th>marketing</th>
<th>business</th>
<th>music</th>
<th>hospitality</th>
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<td>Number of Occurrences</td>
<td>2,302</td>
<td>1,442</td>
<td>1,144</td>
<td>626</td>
<td>660</td>
<td>752</td>
<td>531</td>
</tr>
<tr>
<td>Percent of Followers</td>
<td>9%</td>
<td>6%</td>
<td>5%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>2%</td>
</tr>
</tbody>
</table>

To customize the keywords in this chart, download to Excel and edit the yellow cells (default values are the most common keywords).
EXAMPLE

Keywords:
1. "freedom from desks"
2. "self-administered diagnostics"
3. "informal organization structures"
4. "early stage entry"
5. "distributed university" campuses
6. "apps"
7. "enabling competitors" technology
8. "affiliated individuals"

Jerry Brito
Techland
Jerry Brito is a senior research fellow at the Mercatus Center at George Mason University, and director of its Technology Policy Program. He also serves as adjunct professor of law at GMU. His research focuses on technology and telecommunications policy, government transparency and accountability, and the regulatory process. Jerry is also a regular contributor to TIME.com's Techland. His personal website is jerrybrito.com.

Adam Thierer
The Technology Liberation Front
researcher at the Mercatus Center [http://mercatus.org], where I monitor high-tech policy, cyberlaw & digital economics. Also blog at http://techliberation.com

Fred Campbell
Director
Director of the Communications Liberty and Innovation Project (CLIP), a project of the Competitive Enterprise Institute
DISTILLING INSIGHTS

1. Carefully read through observations

2. Craft draft insights
   - Explain what the audience does and **why**. Be succinct.
   - Does it sound credible based on all the research you have done?
   - Is it something novel, intriguing?

**Raw Insight**
Young moms break through isolation during the day on Facebook, but don’t get enough fulfillment and seek a better way to share their stories.
DEVELOP A STRATEGY

Using your top insight, start to brainstorm ways to help solve a problem or tension for that audience

- Can your brand/organization remove some barriers with digital services and platforms?
- Can your brand/organization raise awareness or educate the audience to help them see things in a different way (e.g. creating compelling branded content)?
- Can your brand/organization work through digital influencers to help change perceptions in the space?

**Strategy**
Pampers will recruit online mom influencers to bring young mothers together and share tips and tools to improve their storytelling online.
Case Study

CREATING DEMAND FOR CYANIDE POISONING ANTIDOTE
CHALLENGE

Client
Manufacturer of cyanide poisoning antidote for first responders

Objective
Raise awareness among first responders of the twin dangers of smoke inhalation – carbon monoxide and cyanide poisoning - and create a groundswell of demand for an effective antidote.
PRIMARY TARGET AUDIENCES

End User

Fire service
EMS

Purchase Decision Maker(s)

Fire chiefs
EMS medical directors
State/city public safety officers

Media

Trade
Targeted local market
OBSERVATIONS

Observation
There are hundreds of firehouses or volunteer fan pages on Facebook with the twenty largest having an average following of 8,292.

Observation
Terms such as “smoke and flashover” will quickly grab the attention of Firefighters.

Observation
Roanoke FD posted about a fire caused by a dryer, and 8 other firefighters responded saying “stay safe out there”.

Observation
On Shine Charleston, a local Charleston S.C. blog, a blog post says a fire which killed Firefighters was because “the Charleston FD is operating in the past.”
The September 11, 2011 attacks were one of the most discussed experiences.

Negative sentiment around performance was due to perceptions that firefighters didn’t act when they should have, and notions that firefighters may be ill-trained to handle certain situations.

Conversation around smoke inhalation was minimal, but when the product was mentioned it was overly positive. Positive sentiment around [BRAND] was generated by enthusiasm for a product equipped with Hydroxocobalamin.
### EMS Topics

<table>
<thead>
<tr>
<th>Most Popular Topic</th>
<th>Threads</th>
<th>Posts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Life Support Machine</td>
<td>36</td>
<td>230</td>
</tr>
<tr>
<td>From one manager to another</td>
<td>23</td>
<td>117</td>
</tr>
<tr>
<td>In the Crew Lounge</td>
<td>43</td>
<td>101</td>
</tr>
<tr>
<td>Gadgets and Gizmos</td>
<td>24</td>
<td>77</td>
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<tr>
<td>Basic Life Support Medicine</td>
<td>23</td>
<td>75</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Most Popular Threads</th>
<th>Replies</th>
<th>Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why do you think the EMS industry is having troubles recruiting and retaining employees?</td>
<td>108</td>
<td>54,241</td>
</tr>
<tr>
<td>Should paramedics be allowed to conduct RSIs?</td>
<td>50</td>
<td>34,091</td>
</tr>
<tr>
<td>ALS using lights and sirens to the hospital</td>
<td>29</td>
<td>10,394</td>
</tr>
<tr>
<td>Are air ambulance services overused and dangerous?</td>
<td>22</td>
<td>8,846</td>
</tr>
<tr>
<td>Paramedics not keeping patient modesty!</td>
<td>14</td>
<td>8,792</td>
</tr>
</tbody>
</table>
Both EMTs and Firefighters are very active online, yet very different in terms of their conversations and what they choose to discuss.

Firefighters feel a unique bonding or brotherhood to fellow fighters around the country. When newsworthy or benefit oriented stories are told, especially concerning their health and well-being, they will quickly advocate and share.

Firefighters focus more on their social and personal life, but they are always looking for an opportunity to share a story about their experiences on the job; especially those everyday stories that don’t make the news.

EMTs focus most of the conversations around sharing tips, questions and techniques regarding their job.
STRATEGIC STATEMENT

Reinforce BRAND’s position as a trusted partner to the firefighter and EMS community, to demonstrate its understanding of the dangers it faces daily and substantiate their commitment to ensuring that EMS and Firefighter communities will be provided with the best tools and training.
TACTICS

Create a digital hub for EMTS and Firefighters

Target and engage EMTs and Firefighters separately, but provide a final destination for more information in a single communications hub.

Educate EMTs and Firefighters on the effects of cyanide poisoning, thus advocating safety among peers.

Encourage users to sign up for further information and materials, allowing us to create a database of interested EMTs and Firefighters.

Untold Stories of Code 10-33 Campaign

Develop an unbranded YouTube channel called “Untold Stories” where firefighters can share those untold stories of on-the-job encounters that involve fire and smoke. Monitor comments and help educate on the “toxic twins” of smoke inhalation.
BREAKOUT SESSION
BREAKOUTS

1. Form teams of 4-6 people with your neighbors.

2. Use your laptops or mobile phones to do the research. Wifi network available.

3. You have 30 minutes, make it count!

4. We will review the insights and strategies together as a group afterwards with quick 2 minute presentations by each team
CHALLENGE

Apply this framework to understand how entrepreneurs pick the organizations that will help bring their ideas to fruition and come up with a strategy to recruit top entrepreneurs to the Samsung Accelerator.

Objective

Increase the preference of top-tier entrepreneurs for making the Samsung Accelerator their number one choice for an accelerator of their ideas

Step 1 – Do the research. Write down 10-15 observations.

Step 2 – Craft the insight based on the observations.

Step 3 – Develop a digital strategy based on this insight. If you have time, list out some potential tactics to support it.
Q&A

THANK YOU!

Alan Araujo
@allcircuitsbusy
http://www.linkedin.com/in/alanaraujo
aaraujo56@gmail.com